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# Organizational climate and burnout in call-center operators

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## Abstract

In this study, we tried to investigate the relationships between dimensions of organizational climate and the burnout syndrome in the call center. The MBI Maslach Burnout Inventory and the “Questionnaire for the Analysis of Organizational Climate” were administered to 114 call center operators. A context emerged from the data that just enough of the quality of organizational climate, high levels of burnout, and dissatisfaction is shown. The study of correlations between the observed variables can identify the strategic factors to define programs for the prevention of psychosocial risks and promoting individual and organizational welfare.

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**Keywords:** organizational climate, call center operator, burnout, well-being, stress.

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## 1. Problem statement

In recent years, attention to issues related to the promotion of a climate based on individual and organizational well-being in business success has increased. The “climate” variable can affect the behavior of the individual in adapting to the demands of the organization where they work (Schneider, 1983). In this strategy one may see the study of relationships between the dimensions of organizational climate and the phenomenon of burnout; such as psycho-social risk. This syndrome can occur in people working in contact with others (Cherniss, 1980) and as such it also affects call center operators. In this context their contribution, the cutting edge in contact with clients, may be seen as strategic in determining development strategies of the company provided that the development of individual and organizational well-being is favored.

## 2. Theoretical reference

### 2.1. The call center operator

The call center is a service center formed by all the automatic telephone, computer and human resources specialist to handle telephone calls to and from a company. In the call center there are three figures. The supervisor decides about the management time for other employees, controls, supervises the tasks, and decides working time,

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holidays and rest periods. The team leader, who manages a group of operators, is selected and assigned according to seniority and professionalism, with which he runs his team. The figure that describes Cugusi (2005) is very similar to that of an authoritarian leader. The telephone operator is the one that responds or makes calls, has clearly defined job shifts, works exclusively in front of a computer, and must follow standard protocols to provide information and answers to customers.

A survey done by Customer Management Forum has described, in broad terms, the figure of these operators: 93% are under 29 years old, 40% are graduated, 76% work full time. 92% of workers earn less than € 21000 a year.

The risks for a call center operator are related to emotional and physical stressors. Some features of this work have been identified as sources of overt stress.

*The relationship between call center operator and customer.* The type of communication that takes place between the operator and customer is purely by telephone and is an exclusively verbal interaction of short duration. The relationships that develop are made with a large number of customers, often the operator suffers aggressive answers.

*The relationship between call center operator and organization.* There are excessive workloads, control over work and limited autonomy, content of the task characterized by monotony and repetition, control, sometimes excessive, repetitive and obsessive of the telephone communications, performance evaluation is not objective at times, flexibility and working hours are too rigid, prolonged, excessive, the imposition of rules and regulations too restrictive.

*Interaction between call center operator and working environment.* There are several risk factors In the Call Center relating to working environment: noise, hygiene and cleanliness of work stations and environments, high commitment visual, physical pain caused by posture.

## 2.2. Burnout

Psychosocial risks are defined in the literature as those aspects of the planning, organization and management of work, and to their environmental and social contexts that have the potential to result in physical, social and psychological harm (Cox, Griffiths, 1995). Burnout is a syndrome that represents a special kind of negative response to stress. Freudenberger (1974) used for the first time in the field of social and health care the burnout term refers to a condition of physical and emotional exhaustion, found in the people involved in the helping professions, as determined by chronic emotional stress that originates from intense and continuous contact with the people, their problems and their suffering. Burnout is an individual response to a situation perceived as intolerable: the operator perceives an unbridgeable gap between the amount of requests from the target users and his cognitive and behavioral resources available, to be able to respond positively to such requests. The result is a sense of learned helplessness, due to the belief that they can not do anything to change the situation, to eliminate the inconsistency between what you believe you expect and what you can offer. The changes in attitude and behavior related to burnout trigger a psychological escape and lead to a relationship of detachment with the user. Maslach (1982) defines burnout as a syndrome of emotional exhaustion, loss of capacity for empathy and impersonal response to customers, reduced professional accomplishment, unproductive work, fatigue (Maslach, Leiter, 2000). Burnout is a multifactorial process in which social, environmental and work factors interact in individual and personality characteristics. Cooper (2001) emphasizes the role of the person in the organization, career development, labor relations, structure and organizational climate.

## 2.3. Organizational climate

The organizational climate is a psychological construct that refers to the perceptions developed by people with regard to their working environment: it is a collective perception of the organization that originated in a small team and manifests itself relatively stably through socio-psychological dynamics that characterize the group. The climate is both the result and the determinant of the behavior of individuals and groups within the organizational structure (Morocco, Wells, 2003). The climate reflects the culture in society, its values and is composed of different sizes

(Ostroff, 1993): participation, warmth, social rewards, cooperation, communication (affective factor), growth, innovation, autonomy (cognitive factor), hierarchy, structure, extrinsic rewards, achievement (instrumental factor).

The study of organizational climate therefore satisfies the need to assess the impact of organizational actions on the processes of daily work, and is a way to measure the health of a society: the organizational diagnosis through the analysis of the climate, allows you to be knowledgeable of the route that the organization is following by reading about the experiences and moods of the people (De Vito Piscicelli, 1984).

#### *2.4. Organizational climate, customer relations and risk burnout*

Many studies in the literature (Zapf, Knorz, Kulla, 1996; Groenblighoff, Becker, 1996; Maslach, Leiter, 2000) show a significant correlation between organizational climate and factors relating to actions or events related to stress, burnout and mobbing. The climate variable influences the behavior of the individual and then work performance (Schneider 1983). It may be strategic to study the dimensions of organizational climate within the call center, also linked to another phenomenon, that of burnout. This syndrome is a serious danger for workers who work directly with clients (Cherniss 1980, Maslach, Leiter, 2000). These operators are defined in the ear of the organization, direct contact between the needs and customers complaints with the managers of the company. Pointing out their well-being is not only essential but also strategic to achieving the objectives set by the organizations.

### **3. Purpose of study**

The survey is characterized by the objective of exploring the levels of burnout in call center operators and the organizational climate of the companies in which they work in order to identify possible correlations and congruencies. In particular, the aim of this study is to test the relationship between dimensions of organizational climate and the burnout syndrome in call center companies in order to verify if and how the organizational climate may put the individual at burnout. It is hypothesized that levels of burnout can also be considered depending on the level of perceived quality of the organizational climate with reverberations on the characteristics of the professional Self and the quality of current and future work. It has also been proposed to assess whether the type of task being performed can be a significant discriminator in the development of burnout.

### **4. Method and instruments**

Two instruments were administered. The first specially designed to detect the organizational climate in order to obtain the collective representation of the relational quality of the business system, and the other one validated in literature. These are the most common instruments used for the assessment of burnout.

*Organizational climate.* The instrument constructed for the detection of the organizational climate (adapted from QCE, WES, IMPC, et al.) consists of 70 items, closed questions, and providing for an expression of agreement on a Likert-type scale of 5 points.

The “Questionnaire for the analysis of organizational climate” has been proposed to investigate the different areas of group cohesion, physical environment, environmental communication, involvement, autonomy, recognition, the level of stress, in particular the work pressure, leadership, task, organization, development, freedom of expression, social representations of human resources in the company and training. The battery of questions related to each topic is distributed randomly in the questionnaire to avoid the problem of response set.

*Burnout.* The MBI Maslach Burnout Inventory is a measuring instrument built by Maslach C. and Jackson S. (1986) with the intent to prove the existence of the burnout syndrome and highlight the different aspects.

The questionnaire consists of two distinct parts. The first part consists of the Maslach Burnout Inventory represented from 22 items and is used to assess the three aspects that characterize this syndrome.

The “Emotional Exhaustion” subscale examines how a person has the feeling of being emotionally parched and exhausted from his work, he/she feels way too involved emotionally and is overwhelmed by the demands that others impose.

The “Depersonalization” subscale assesses the conduct of the person interviewed and measures a negative attitude of detachment and impersonality towards users with which and for which they are working in an occupation.

The “Reduced Personal Development” subscale assesses sensation on skill and desire for success in working with others. This scale is based on the perception of their own inadequacy to the job that will entail a loss of self-esteem and decrease the desire for success.

The frequency with which the interviewees test the feelings for each subscale uses a method of response with a 7 point fully defined Likert-type scale. Burnout is seen as a continuous variable from low, to moderate, to high degree of feelings experienced.

The second part of MBI consists of a sheet designed to detect the personal and structural data of the subject. The survey is complemented by the exploration of satisfaction about the distribution of time to devote to working and the family and leisure and the intention to consider the work at the call center as the “work of their lives”.

## 5. Subjects

114 call center operators were involved in the survey from 5 call center companies. 34% are men and 66% women; the average age is 27.5 years. The group has worked in the call center, on average, from about 18 months and has worked for the current company for about 14 months.

## 6. Results

### 6.1. The organizational climate

The emerged scores (Tab. 1) of the subscales form the administration of the “Questionnaire for the Analysis of Organizational Climate” have demonstrated the following.

*Group cohesion, team play, team.* The average score for this subscale (Item 1, 14, 29, 43, 57) is 3.28 showing that the cohesion of the group is perceived as almost sufficient. People seem to mostly agree with each other (Item 29, M:3.50), mutual aid is almost enough (Item 43, M:3.38). The company encourages enough teamwork (Item 1, M:3.44).

*Environment.* The perceived quality of the physical environment is almost enough (M:19, Item 2, 16, 30, 44). The rooms are considered to be quite comfortable (Item 2, M:3.61) as well as the furniture (Item 30 and 44). The room temperature is described as suboptimal (Item 16, M:2.80).

*Internal communication.* Internal communication is described as sufficiently functional (M:2.78, Item 3, 17, 31, 45, 58). The information is communicated quickly enough from top to bottom (Item 58, M:2.59), they are available at the right time (Item 3, M:2.64), and communicated through formal channels (Item 17, M:2.63). Overall, though, communication is perceived as significantly directive (Item 45, M:3.13).

*Work involvement.* It seems that employees have a slightly negative perception of their work involvement (M:2.91, Item 4, 18, 32, 46, 59), in fact, they seem to be able to have special personal satisfaction (Item 46, M:2.77) and do not believe in the work to use their skills and knowledge (Item 4, M:2.79). The work is not carried out with passion (Item 32, M:2.89) or even as a stimulating challenge (Item 18, M:2.89). The operator is perceived as more essential in the external activities of life than those relating to employment in the Call Center (Item 59, M:3.20).

*Autonomy.* Overall, the level of autonomy in their work is perceived as low (M:2.81, Item 5, 19, 33, 47, 60). The staff can not take independent initiatives (Item 47, M:2.33) and is poorly encouraged to do so (Item 33, M:2.61).

*Recognition and equity.* The recognition of the work carried out by the leadership of conduct and fairness to employees is perceived as almost just enough (M:3.01, Item 6, 20, 34, 48, 61). The workers feel little consideration from their employers for a possible development of their careers within the organization (Item 61, M:2.42).

*Stress and work pressure.* Stress and pressure are perceived as significant (M:2.93, Item 7, 21, 35, 49, 62). This reveals a certain pressure and urgency in executing tasks (Item 35, M:3.45) even if the workload is not perceived as excessive or very hard (Item 21, M:2.60, Item 49, M:2.64).

*Leadership.* The way in which the leadership performs his duties towards employees is perceived as almost sufficient and acceptable functional and leadership is recognized short (M:3.13, Item 8, 22, 36, 50, 63). The above takes into account the personal problems of employees that are just enough in the way (Item 63, M:3.32). Overall, the way in which the management uses its authority does not seem to affect positively the quality of the indoor atmosphere.

*The task, procedures and regulations.* The way tasks are defined and procedures are imposed by the organization and how employees are perceived is almost enough (M:3.13, Item 8, 22, 36, 50, 63). Telephone operators know what their tasks are clearly defined as (Item 9, M:3.82) and know the limits and scope of their job responsibilities (Item 51, M: 3.64). In contrast, they are involved very little in setting the objectives of their work (Item 37, M:2.59). The tasks are strictly enforced (Item 23, M:2.91) and followed by a fairly rigid control (Item 64, M:2.88).

*Work organization.* The organization of work is broadly perceived as sufficient (M:3.33, Item 10, 24, 38, 52, 65). The activities are planned discretely (Item 52, M:3.35) and shall be collected as a sufficient efficiency in managing time (Item 65, M:3.37).

*Development, innovation and change.* Overall the company is not perceived as oriented towards innovation and development (M:2.98, Item 11, 25, 39, 53, 66). Innovative ideas are not particularly encouraged (Item 66, M: 3.08) as well as the possibility of taking long-term prospects (53 Item; M:2.83).

*Freedom of expression.* Freedom of expression and emotion is considered as sufficient (M:3.42, Item 12, 26, 40, 54, 67). There is a high degree of freedom in choosing how to dress (Item 40, M:4.32).

*Social representations of the human resources in the company:* It follows an assessment of sufficiently positive staff (M:3.48, Item 13, 27, 41, 55, 68). The staff is focused on customer satisfaction (Item 68, M:3.81) completing the job with care (Item 41, M:3.66); members of staff put effort into what they do (Item 27, M:3.54) and the majority of employees are on time (Item 13, M:3.66). This establishes, once again, the difficulty in encouraging people to make decisions independently (Item 55, M:2.72).

*Training, change and development.* The company's attention to the training, people development and organizational change is judged to be sufficient (M:3.42, Item 14, 28, 42, 56, 69). The quality and quantity of training is judged on the whole more than enough.

Overall, the *quality of the climate* is deemed to be sufficient without any special points of excellence and several critical areas (Item 70, M:3.52).

Table 1. Mean ( $1 \leq M \leq 5$ ) and SD scores reported for items of the "Questionnaire for the Analysis of Organizational Climate"

Items	Mean	SD	Items	Mean	SD	Items	Mean	SD	Items	Mean	SD	Items	Mean	SD
Item 1	3,44	1,30	Item 15	2,94	1,29	Item 29	3,50	1,03	Item 43	3,38	1,24	Item 57	3,12	1,23
Item 2	3,61	1,01	Item 16	2,80	1,18	Item 30	3,21	1,20	Item 44	3,05	1,20	Item 58	2,59	1,29
Item 3	2,64	1,24	Item 17	2,63	1,14	Item 31	2,92	1,29	Item 45	3,13	1,08	Item 59	3,20	1,24
Item 4	2,79	1,20	Item 18	2,89	1,28	Item 32	2,89	1,20	Item 46	2,77	1,23	Item 60	2,75	1,30
Item 5	3,26	1,21	Item 19	3,10	1,18	Item 33	2,61	1,21	Item 47	2,33	1,16	Item 61	2,42	1,14
Item 6	3,32	1,29	Item 20	2,93	1,34	Item 34	3,10	1,20	Item 48	2,92	1,26	Item 62	3,00	1,34
Item 7	2,94	1,36	Item 21	2,60	1,14	Item 35	3,45	1,11	Item 49	2,64	1,21	Item 63	3,32	1,26
Item 8	2,98	1,22	Item 22	3,34	0,96	Item 36	2,95	1,20	Item 50	3,05	1,15	Item 64	2,88	1,20
Item 9	3,82	0,96	Item 23	2,91	1,13	Item 37	2,59	1,29	Item 51	3,64	0,96	Item 65	3,37	1,11
Item 10	3,59	0,93	Item 24	3,16	1,13	Item 38	3,18	1,16	Item 52	3,35	1,01	Item 66	3,08	1,27
Item 11	3,06	1,17	Item 25	3,02	1,14	Item 39	2,83	1,23	Item 53	2,91	1,30	Item 67	3,37	1,26
Item 12	3,25	1,27	Item 26	3,04	1,26	Item 40	4,32	0,94	Item 54	3,11	1,29	Item 68	3,81	1,11
Item 13	3,66	1,04	Item 27	3,54	1,07	Item 41	3,66	0,95	Item 55	2,72	1,12	Item 69	3,07	1,29
Item 14	3,39	1,19	Item 28	3,43	1,19	Item 42	3,66	1,14	Item 56	3,51	1,20	Item 70	3,52	1,04

## 6.2. Burnout

The scores emerged from the administration of the MBI (Tab. 2) have demonstrated the following.

*Emotional exhaustion.* The weighted average showed to items 1, 2, 3, 6, 8, 13, 14, 16, 20 is 24 and indicates that in the call center operators, involved in the survey, experience an overall "high" level of burnout. In detail, the focus is emotionally exhausted from this work (Item 1, M:3.44) and also he/she experiences exhaustion at the end of the day (Item 2, M:3.54). Several times a month, the operators feel they are getting too tired to face another day of work (Item 3, M:2.93) and working with customers is perceived as a burden (Item 6, M:2.40) and that can be evaluated as hard (Item 14, M:2.29) and that leads to feeling exhausted (Item 8, M:2.81) and frustrated (Item 13, M:2.46). In some cases there is a feeling of not being able to continue any longer (Item 20, M:2.25).

*Depersonalization.* The analysis of the scores emerged to item 5, 10, 11, 15, 22 determines a weighted average of 12, reveals an overall "high" level of burnout. Frequently there is a feeling by the operator, to treat some clients as if they were objects (Item 5, M:2.56), to be more insensitive (Item 10, M:2.29), to be afraid to be more emotionally hardened (Item 11, M:2.04) and believing that what happens to customers does not matter (Item 15, M:2.46). The feeling that customers give the operator the blame for their problems is felt even more frequently (Item 22, M:2.95).

*Personal realization.* The weighted average of the items of this subscale (Item 4, 7, 9, 12, 17, 18, 19, 21) is equal to 33 and shows an "average" level of burnout. The item analysis shows a good understanding of customers by the operator (Item 4, M:4.79) and the way in which problems are addressed (Item 7, M:4.88), and they think they can discretely affect the lives of customers through their work (Item 9, M:3.61). It is simply the feeling of being full of energy (Item 12, M:4.22), able to put customers at ease (Item 17, M:4.50), to feel happier at work with customers (Item 4.08, M:4.08) and deal with their emotional problems calmly (Item 21, M:4.28). It has very little to do with a sense of having achieved much within this job (Item 19, M:2.66).

Table 2. Mean (1<M<5) and SD scores reported for items of the "MBI Maslach Burnout Inventory"

Items	Mean	SD	Items	Mean	SD	Items	Mean	SD	Items	Mean	SD	Items	Mean	SD
Item 1	3,44	1,77	Item 6	2,40	1,80	Item 11	2,04	2,07	Item 16	2,08	1,82	Item 21	4,28	1,70
Item 2	3,54	1,91	Item 7	4,88	1,43	Item 12	4,22	1,64	Item 17	4,50	1,51	Item 22	2,95	2,09
Item 3	2,93	1,99	Item 8	2,81	1,93	Item 13	2,46	1,97	Item 18	4,08	1,74			
Item 4	4,79	1,62	Item 9	3,61	1,95	Item 14	2,29	1,98	Item 19	2,66	1,89			
Item 5	2,56	2,11	Item 10	2,29	2,13	Item 15	2,46	1,94	Item 20	2,25	1,89			

## 6.3. Other results

42% of respondents are satisfied about the conciliation work/personal time. 14% have clearly expressed their dissatisfaction with the manner in which combines leisure time devoted to family, hobbies and friends and working. 44% of those not responding. 64% of the group declare that the job of telephone operator may be "the work of their life", 30% of the sample proved to be indecisive on this point, while only 6% of respondents said that the work of the call center is to be maintained as long as possible.

## 6.4. Correlation between organizational climate and burnout

Below in Table 3 the significant correlations between the MBI and those items of the Questionnaire for the Analysis of Organizational Climate are indicated (significance level  $p < 0.05$ ).

The numerous correlations between the dimensions of climate and the burnout confirm the hypothesis meant to emphasize a strong relationship between the two phenomena being studied.



Table 3. Significant correlations between items of the MBI and Questionnaire for the Analysis of Organizational Climate ( $p < 0.05$ )

Item of MBI	Item Questionnaire for the Analysis of Organizational Climate	
	Positive correlation	Positive correlation
Item 1	3, 7, 21, 23, 35, 49, 59, 62	5, 8, 13, 15, 18, 20, 25, 26, 28, 29, 32, 33, 41, 46, 47, 52, 54, 55, 63, 66, 67, 70
Item 2	3, 7, 21, 35, 49, 59, 62	5, 8, 12, 15, 19, 20, 26, 32, 33, 37, 46, 47, 50, 52, 55, 56, 60
Item 3	3, 7, 21, 35, 49, 62	5, 8, 14, 18, 19, 20, 26, 27, 28, 29, 34, 40, 43, 47, 48, 54, 55, 57, 61, 63, 65, 66, 67, 68
Item 4	2, 22, 27, 41, 42, 44	
Item 5	3, 21, 35, 49, 58, 59, 62, 64	13, 14, 18, 25, 27, 30, 32, 40, 41, 42, 52, 57, 67, 68
Item 6	3, 7, 21, 23, 35, 49, 62	4, 5, 8, 10, 13, 14, 15, 18, 19, 20, 25, 26, 27, 28, 29, 30, 32, 33, 34, 40, 41, 42, 43, 44, 47, 52, 53, 54, 55, 56, 57, 59, 66, 67, 68, 69, 70
Item 7	38, 42	58, 64
Item 8	3, 7, 21, 23, 35, 45, 49, 59, 62	5, 8, 12, 15, 18, 19, 20, 25, 26, 28, 34, 43, 44, 47, 48, 52, 53, 54, 55, 57, 60, 63, 66, 67, 70
Item 9	11, 32, 35	
Item 10	3, 21, 58	13, 15, 17, 27, 28, 29, 40, 41, 43, 56, 57, 63, 65, 67, 68, 70
Item 11	3, 21, 35, 49, 62	13, 14, 19, 28, 40, 41, 43, 51, 56, 57, 63, 67, 68, 70
Item 12	11, 18, 19, 22, 25, 28, 32, 37, 40, 43, 44, 47, 50, 53, 54, 56, 57, 60, 62, 67	3, 7, 21, 24, 59, 61, 63
Item 13	3, 7, 21, 23, 35, 49, 59, 62	8, 10, 14, 15, 17, 18, 19, 25, 26, 27, 28, 29, 32, 34, 41, 42, 43, 46, 52, 56, 57, 61, 63, 65, 66, 67, 68, 69, 70
Item 14	3, 7, 21, 35, 49, 59, 62	5, 8, 10, 14, 15, 17, 19, 20, 26, 27, 28, 29, 34, 40, 43, 51, 52, 54, 55, 56, 63, 66, 67, 68, 70
Item 15	3	11, 14, 25, 27, 30, 41, 42, 56, 69
Item 16	3, 7, 21, 23, 35, 36, 49, 59, 62	5, 12, 19, 26, 40, 43, 52, 57, 70
Item 17	13, 18, 27, 30, 40, 41, 42, 43, 44	3
Item 18	4, 6, 8, 17, 18, 19, 25, 26, 27, 28, 32, 34, 37, 41, 42, 43, 53, 54, 56, 57, 60, 61, 67, 68	3, 59
Item 19	1, 2, 4, 11, 17, 18, 25, 26, 28, 32, 36, 37, 43, 44, 46, 53, 54, 55, 57, 61, 64, 66, 67	
Item 20	8, 21, 35, 49, 59, 62	5, 10, 15, 19, 25, 28, 30, 43, 44, 52, 57, 67, 68, 69, 70
Item 21	27, 28, 42, 44, 70	21
Item 22	3, 7, 21, 49 e 62	5, 10, 14, 16, 17, 19, 20, 27, 28, 30, 41, 51, 52, 55, 56, 57, 66, 67, 68

## 7. Discussion

Overall, the quality of atmosphere, in the call center companies involved in the survey, is considered as just good enough. The most critical aspects of organizational climate will indicate the area of "involvement" of the operator with their work, the area of "development, innovation and change", the area of "autonomy" and of "stress and of work pressure". Who work in call centers is called to respond to specific standards which impose very strict models, schematic and formal execution of their work and especially in the processes of communication and customer relations. In this respect, regarding the results of the study on burnout, there seems to be clear evidence that within the call center there is a significant number of work-related stress. Emerging high levels of burnout on emotional exhaustion and depersonalization scales and an average level in the personal realization scale. Call center operators experience the typical signs of stress from burnout, such as frustration, tension, restlessness, tiredness which leads them to exhaustion. The close work with customers, even if only by phone, makes them, sometimes more sensitive to problems like this. The study found, however, the will of these people trying to do their jobs in order to better serve its users, although not always in that company. The study of correlations between climate and burnout dimensions shows that emotional exhaustion is closely related to high job strain, the difficulty of carrying the load of assignments and the feeling of being constantly pressed. A highly protective factor in the depletion appears to be the perceived degree of autonomy, in fact feeling more free to act would help the operator to better manage his/her working time and effort resulting from telephone conversations. Relative to the start hypothesis of the relationship between climate and burnout this appears to be confirmed. There are many correlations between items and subscales of the climate and burnout. A significant overall general dissatisfaction follows that also affects their perception of

the quality of the conciliation of work/personal time, and especially to the possibility of work at the call center as the “work of their lives”. Personal fulfillment, as well as professional, seems more based on continuous stimuli outside of their job searches.

## 8. Conclusion

From the results of this study it can be argued that preventing the burnout may be the best choice that call center companies can make. To do this they have to start from the possibility of improving the quality of the organizational climate, focusing on listening to the employee, to a passage of communication that is not only directed but also participatory and recognition of a greater degree of autonomy in the management of their work. Prevention is played on several levels from the promotion and development of skills, not only technical, but especially for the transverse and behavioral management of all those work situations that can be considered critical. It follows, on the whole, a context characterized by a just sufficient enough quality of the climate linked to significant levels of stress, burnout and dissatisfaction. This is unacceptable if it is true that the call center can be regarded as the spearhead in touch with customers. In this context, more than ever, strategic appearances determine the development strategies of individual and organizational well-being to the point of development and success. The planning of interventions aimed at enhancing and developing human resources, the well-being of the operator as a strategy for prevention of the manifestations of illness in the workplace, stress, burnout can lead to corporate welfare and success in a perspective of creating value in organizations.

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